

## USAG Baden-Wuerttemberg Command Philosophy

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As leaders CSM Weber and I owe the Soldiers, DA Civilians, Local Nationals and their Family members our Command Philosophy to better understand what is expected within this organization. All Soldiers and DA civilians are expected to read this as they join the Garrison team. It's a commitment of what you can expect from us and what we expect from you.

- Treat everyone the way you want to be treated. It is our responsibility to support and "willingly serve those who serve." Remember you deserve dignity and respect, and those we support deserve the same.
- Treat your subordinates with admiration and loyalty, while simultaneously empowering your staff and expecting their best job performance.
- There is nothing wrong with counseling subordinates for poor performance, but remember if it's the first time you as a leader/manager are speaking to that subordinate, you're failing. Conduct thorough initial counseling with all of those for whom you're responsible.
- Be fair, consistent and recognize outstanding effort.
- Underwrite honest mistakes; they happen and are normally character building events; however unethical behavior or failures in integrity are of grave concern and will not be tolerated.
- Keep us informed...bad news doesn't get better with time; give us options to resolve problem.
- Be honest, forthright and don't be afraid to say what you think. Make on-the-spot corrections. Do not pass by things you know are flat out wrong.
- We have an open door policy, communicate with us; but give your supervisors the courtesy of letting them know your concern before addressing it higher. Give them the opportunity to support you, don't assume they can't help.
- Know your mission...be the expert. Be the best you can be at your current position. Be proud of what you do and of what we stand for as an organization, an Army and a Nation. Honor our Service Members, past and present. We are all here because we want to be here.

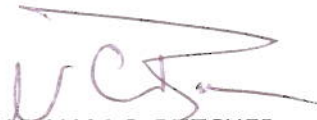
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- Standards are not negotiable, define them and hold the line. Remember our standards are high because we set them ourselves. Never compromise your integrity.
- Build Teams, but remember you're a part of someone else's team.
- Sexual harassment will not be condoned. Everyone has a mission to accomplish and will be treated with dignity and respect, regardless of gender.
- Prejudice will not be tolerated. We are an Army Strong! We cannot accomplish the mission with discrimination in our organization. It is also, contrary to our beliefs, values and ethos. If you have any doubt about yourself, seek help and guidance immediately.
- Think Safety. Apply safety and risk management in all decisions. The most precious assets we have are people. Leaders need to practice safety from the top, down to the lower levels. Any loss of life is one too many.
- Enforce internal controls and compliance with environmental guidelines. Don't hide weakness...FIX IT.
- Have fun, travel, enjoy Europe; but be responsible for your actions and be safe. We count on you and we value you as a member of the Baden-Wuerttemberg team.
- Manage change. Change in the Army and our Organization is inevitable. As leaders we must be change agents and understand change and how it fits into the organization. Leaders change, so does leadership philosophy, and our job is to articulate that philosophy and make change happen.
- MOTTO: "Service, Valor, Honor"



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